State of Washington
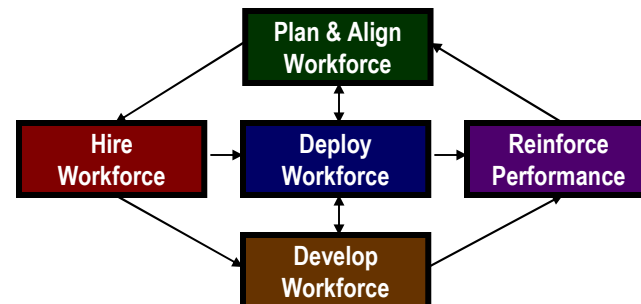
GMAP Government Efficiency
Human Resource Management

Written Report - February 1, 2008

Plan & Align Workforce

Hire Workforce | Deploy Workforce | Reinforce Performance

Develop Workforce

Section 1: Dashboard: Government Efficiency – Human Resource Management

- Newly developed dashboard with five selected measures from the HR Management Report. Developed at the request of the GMAP Office. It is in DRAFT form.
- Full dashboard with summary data for all performance measures in the HR Management Report

Section 2: State Employee Survey Results for 2007

- Statewide participation statistics, overall average score and average score per question
- Most notable improvements and correlation to HR Management Report
- Scatter-gram and table showing each agencies' increase/decrease since 2006
- Highlighting of most improved agencies

Section 3: Time-to-Fill Vacancies

- Progress report on improving definition and data consistency for this performance measure

Section 4: State Recruitment Strategy Team

- Brief progress report

Submitted by:

Eva Santos, Director

Department of Personnel

February 1, 2008

HR
WSD Personnel

Section 1:

Dashboard – Statewide Human Resource Management

Measure	Agency	Baseline	Target	Actual	Status	Notes
State Employee Survey overall average rating	DOP (for statewide)	3.78 1 – 5 scale	No statewide target set	3.80	⚠ (yellow triangle)	Reflects a +.02 improvement between 2006 and 2007. No statewide target set, but future improvement should be an expectation.
Statewide turnover rate	DOP (for statewide)	8.3%	No statewide target set	8.3	● (green circle)	FY 2007 turnover rate is the baseline. No statewide target set, but 8.3% is considered acceptable.
Percent agencies with key workforce planning components	DOP (for statewide)	TBD	TBD	☐	☐	This will be a new measure. Definition and data source is being researched.
Candidate quality rating	DOP (for statewide)	[73.5%]	No statewide target set	[73.5%]	☐	This is a relatively new measure. Data shown is very preliminary and reflects limited sample size.
Average time-to-hire (days)	DOP (for statewide)	[79.5 days]	No statewide target set	[79.5 days]	☐	Data shown is very preliminary and of limited validity due to small sample size and reporting problems.
Percent workforce with current performance evaluations	DOP (for statewide)	63%	100%	84%	⚠ (yellow triangle)	Measure reflects 21% increase between 2006 and 2007. Note that employees survey rating on meaningfulness of evaluation improved by +.06 points.

● Meets/exceeds target	⚠ Within 10% of target OR Area of concern	◆ More than 10% below target OR Area of great concern	☐ Data not available

COMMENTS:

- State Employee Survey overall rating = This is a summary measure that when broken down helps measure several workforce management outcomes.
- Statewide turnover rate = Addresses retention issues. Measures "leaving state service" only. Does not include interagency movement.
- Percent agencies with key workforce planning components = Addresses workforce planning & alignment strategies. Possibly could be ascertained from agencies' strategic plans.
- Candidate quality rating = Addresses recruitment/hiring strategies and outcomes.
- Time-to-hire = Addresses recruitment/hiring strategies and outcomes. Corollary future measure could be vacancy rate.
- Current performance evaluations = This measure addresses performance and accountability strategies and outcomes.

PLEASE REFER TO FULL HR MANAGEMENT REPORT DASHBOARD SHOWN ON PAGE 3 FOR COMPREHENSIVE VIEW

Source: State of Washington Department of Personnel

HR Management Report – Statewide Summary

PLAN & ALIGN WORKFORCE	Status	Comments
% supvs with performance expectations for WF mgmt	96%	
Management Profile (percent of workforce)	7.6% (4,642) WMS.* 8.9% (5,413) "Manager" (WMS, Exempts, GS).*	As of 10/07, WMS = 7.6%. Overall WMS control point is 7.6%.
Percent employees with current position descriptions	92.5%	Up from 67% in FY06.
HIRE WORKFORCE		
Average Number of days to fill job vacancies	79.5 avg days. (based on E-Recruiting data for 963 appointments)*	Preliminary data. Reporting accuracy is under review.
Candidate quality ratings	73.5% of those interviewed had competencies to perform job 94.8% managers said they could hire best candidate interviewed	Preliminary data from E-recruit System. Data based on 452 candidates & 58 hires.
Percent types of appointments	7,247 appts: 41% promo; 29% new hire; 15% transfers; 11% exempt; 4% other	Data under review due to possible coding issues.
Separations during post-hire review period	627 (roughly 9% compared to number of hires during same time)**	
DEPLOY WORKFORCE		
% employees with current performance expectations	80.2%	Up from 64% for FY06.
Employee survey "productive workplace" ratings	3.83 (1-5 scale)	Data as of 11/07. Up +.02 from previous 4/06 survey.
Average overtime usage - per capita, per month	3.3 hours/mo; 17.7%/mo employees receiving OT; OT Costs = $62.8 million**	High in Nov, low in April. OT numbers exclude DNR.
Average sick leave hours per month	6.4 hours/mo per capita; 11.9 hours/mo for just those using S/L**	Avg hrs/mo, per cap range = 5.5-7.3. High in Jan, low in July.
Number of non-disciplinary grievances and appeals filed	444 non-disc grievances; 9 non-disc appeals, 63 Director's reviews**	Down from 769 in FY06.
Worker Safety – Injury claims rate (New Measure)	7.72 avg injuries per 100 FTEs per year (2003 Q3 – 2007 Q2).	Overexertion = 26% of claims. Source: L&I
DEVELOP WORKFORCE		
Percent employees with individual development plans	85.3 %	Up from 64% for FY06.
Employee survey "training & development" ratings	3.71 (1-5 scale)	Data as of 11/07. Up +.05 from 4/06 survey.
REINFORCE PERFORMANCE		
Percent employees with current performance evaluations	84.3 %	Up from 63% for FY06.
Employee survey "performance & accountability" ratings	3.78 (1-5 scale)	Data as of 11/07. Up +.03 from 4/06 survey.
Number of formal disciplinary actions taken	210**	Data does not include pay reduction action.
Number of disciplinary grievances and appeals filed	305 disciplinary grievances; 15 disciplinary appeals**	
ULTIMATE OUTCOMES		
Employee survey "employee commitment" ratings	3.67 (1-5 scale)	Data as of 11/07. Up +.05 from 4/06 survey.
Percent turnover (leaving state service)	8.3%** (Resignation=5%, Retirement=1.7%, Dismissal=0.4%, Other=1.2%)	Data does not include movement across agency lines.
Percent workforce diversity and "Diversity" survey ratings	53% female; 18% people of color; 5% disabled; 75% over 40* 3.83 (1-5 scale) on "Agency support for a diverse workforce"	"Diversity" survey question is new for 2007.

Section 2:

2007 State Employee Survey Results

- The State Employee Survey was administered statewide during a six week period beginning in November 2007.

- The survey contained the standard 12 questions that were asked in the April 2006 survey. Plus, a 13th question regarding diversity was newly added. A rating scale of 1 (lowest) to 5 (highest) was used.

- The overall average score for 2007 was 3.80, compared to 3.78 in 2006. This is a statistically significant increase.

- 72 agencies, boards, and commissions participated in the survey. 41 agencies had >50 respondents.

- 35,838 employees took the survey, for a response rate of 58%.

- 77% of respondents were non-supervisory employees; 22% were supervisors. The geographic distribution of respondents was similar to distribution of employees statewide.

- Results:

Average Rating

#	Survey Questions	2006	2007	Change*
1	I have the opportunity to give input on decisions affecting my work.	3.50	3.56	+ .06
2	I receive the information I need to do my job effectively.	3.80	3.77	- .03
3	I know how my work contributes to the goals of my agency.	4.12	4.14	+ .02
4	I know what is expected of me at work.	4.28	4.25	- .03
5	I have opportunities at work to learn and grow.	3.59	3.66	+ .07
6	I have the tools and resources I need to do my job effectively.	3.76	3.75	- .01
7	My supervisor treats me with dignity and respect.	4.29	4.29	0
8	My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76	+ .04
9	I receive recognition for a job well done.	3.34	3.43	+ .09
10	My performance evaluation provides me with meaningful information about my performance.	3.39	3.45	+ .06
11	My supervisor holds me and my co-workers accountable for performance.	4.14	4.11	- .03
12	I know how my agency measures its success.	3.39	3.43	+ .04
13	My agency consistently demonstrates support for a diverse workforce.	n/a	3.83	n/a
	OVERALL	**3.78**	**3.80**	**+ .02**

Source: State of Washington Department of Personnel   * = The amount of change was statistically significant for each question except #7.

Section 2: State Employee Survey (continued)

Statewide Highlights – Most Notable Improvements

In the statewide roll-up results, the lowest scoring questions in the 2006 survey pertained to recognition (Q #9), performance evaluation (Q #10), and knowing how agency success is measured (Q #12). These continue to be the lowest scoring questions in the recent 2007 survey. However, the scores for each of these questions improved significantly as highlighted below:

Receiving recognition:

- Statewide, the most improved score was for Question #9 "I receive recognition for a job well done", which moved from 3.34 in 2006 to 3.43 in 2007 (increase of +.09).

- Over the past year plus, several agencies indicated in their HR Management Reports that they were implementing employee recognition initiatives, sometimes as part of a larger performance management initiative. High scoring agencies have noted that meaningful recognition must be regular and focused on performance that contributes to achievement of agency goals, rather than the occasional "cake & punch" ceremony.

- Although most improved, Q #9 continues to be the lowest scoring question (along with Q #12). Approximately 25% of respondents indicate that they "never/seldom" receive recognition, and another 25% say only "occasionally".

Getting meaningful performance evaluations and feedback:

- The statewide score for Question #10 on receiving meaningful performance evaluations improved significantly, moving from 3.39 in 2006 to 3.45 in 2007, an increase of +.06.

- In their HR Management Reports, many agencies described action plans to improve performance management, including executive direction, supervisor training, and an emphasis on completing performance evaluations. These efforts are clearly starting to make a difference.

- It is noteworthy that the percent of completed performance evaluations jumped from 63% in 2006 to 84% in 2007 statewide. This likely correlates to the improvement on Q# 10, and possibly the improvement of +.04 on Q #8 about receiving helpful ongoing feedback.

- Educating/coaching supervisors on giving *meaningful* evaluations and feedback is a next step indicated in many agencies' HR Management Reports.

Knowing how one's agency measures its success:

- The statewide score for Question #12 "I know how my agency measures its success" improved by +.04, moving from 3.39 to 3.43. It remains tied as the lowest scoring question in the survey, but this 2007 improvement is significant.

- Clearly articulated agency success measures that employees know and understand are central to a strong performance-based culture. Agencies that do well on this question, tend do well on almost every other question on the survey and have the highest overall scores.

- Executive leadership, visibility and frequent communication about what success looks like and how each employees' job and performance contributes to that success is key. It helps solidify a clear linkage of agency priorities with employee performance, feedback, and recognition.

Section 2: State Employee Survey (continued)
State Employee Survey Results – per question (page 1 of 2)

Average

1. I have the opportunity to give input on decisions affecting my work.

| 2006 | 8% | 12% | 23% | 32% | 22% | 2% | 3.50 |
| 2007 | 6% | 12% | 23% | 35% | 23% | | 3.56 |

2. I receive the information I need to do my job effectively.

| 2006 | 2% 7% | 19% | 48% | 21% | 2% | 3.80 |
| 2007 | 2% 8% | 20% | 49% | 21% | | 3.77 |

3. I know how my work contributes to the goals of my agency.

| 2006 | 3% 5% | 12% | 36% | 42% | 2% | 4.12 |
| 2007 | 2% 5% | 11% | 37% | 43% | 1% | 4.14 |

4. I know what is expected of me at work.

| 2006 | 2% 3% | 8% | 37% | 47% | 2% | 4.28 |
| 2007 | 2% 4% | 9% | 39% | 46% | | 4.25 |

5. I have opportunities at work to learn and grow.

| 2006 | 7% | 12% | 21% | 30% | 27% | 3% | 3.59 |
| 2007 | 7% | 11% | 20% | 31% | 29% | 1% | 3.66 |

6. I have the tools and resources I need to do my job effectively.

| 2006 | 3% | 8% | 18% | 45% | 22% | 3% | 3.76 |
| 2007 | 3% | 9% | 19% | 45% | 23% | 1% | 3.75 |

7. My supervisor treats me dignity and respect.

| 2006 | 4% 5% | 8% | 23% | 57% | 3% | 4.29 |
| 2007 | 4% 5% | 9% | 24% | 58% | | 4.29 |

Legend: ■ Never ■ Seldom □ Occasionally □ Usually ■ Always ■ No Response

Section 2: State Employee Survey (continued)
State Employee Survey Results – per question (page 2 of 2)

Average

8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 2006 | 7% | 10% | 19% | 29% | 33% | 3% | 3.72 |
| 2007 | 6% | 10% | 19% | 30% | 34% | 1% | 3.76 |

9. I receive recognition for a job well done.

| 2006 | 11% | 14% | 24% | 26% | 22% | 3% | 3.34 |
| 2007 | 10% | 14% | 23% | 27% | 24% | 1% | 3.43 |

10. My performance evaluation provides me with meaningful information about my performance.

| 2006 | 11% | 13% | 19% | 30% | 21% | 6% | 3.39 |
| 2007 | 10% | 13% | 20% | 31% | 22% | 4% | 3.45 |

11. My supervisor holds me and my co-workers accountable for performance.

| 2006 | 3% | 5% | 11% | 33% | 44% | 3% | 4.14 |
| 2007 | 3% | 6% | 12% | 35% | 43% | 1% | 4.11 |

12. I know how my agency measures its success.

| 2006 | 11% | 13% | 21% | 32% | 20% | 3% | 3.39 |
| 2007 | 9% | 14% | 22% | 34% | 20% | 2% | 3.43 |

13. My agency consistently demonstrates support for a diverse workforce.

| 2006 | N/A |
| 2007 | 6% | 8% | 17% | 34% | 33% | 2% | 3.83 |

Legend: ■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

Source: State of Washington Department of Personnel

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Section 2: State Employee Survey (continued)

Average Overall Scores per Agency

(Agencies with >50 respondents)

○ **2006**   ● **2007**

| = statistically significant* increase from 2006 to 2007
| = statistically significant decrease from 2006 to 2007
| = no statistically significant change

2007 Ave = 3.80
2006 Ave = 3.78

* = statistically significant difference at 95% confidence level.
Note: Key factors for statistical significance: size of change;
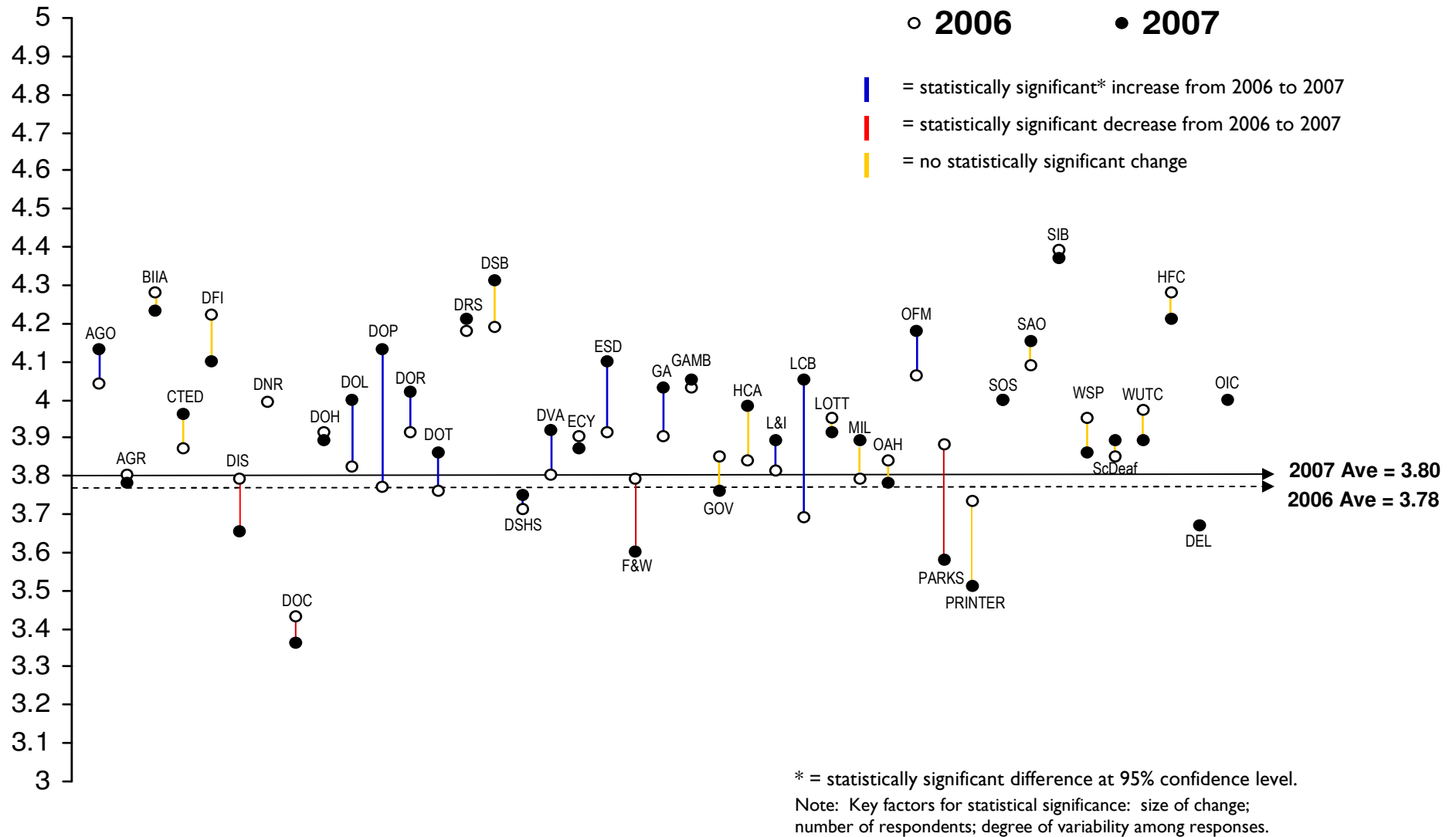number of respondents; degree of variability among responses.

Source: State of Washington Department of Personnel

Section 2: State Employee Survey (continued)

Average Overall Scores per Agency (41 agencies with >50 respondents)

2007 Rank	Agency	2006	2007	Change
1	State Investment Board	4.39	4.37	- .02
2	Dept Services for Blind	4.19	4.31	+ .12
3	Brd Ind Insur Appeals	4.28	4.23	- .05
4	Dept Retirement Systems	4.18	4.21	+ .03
4	Housing Finance Comm	4.28	4.21	- .07
5	Office of Financial Mgmt	4.06	4.18	+ .12*
6	State Auditors Office	4.09	4.15	+ .06
7	Dept of Personnel	3.77	4.13	+ .36*
7	Attorney Generals Office	4.04	4.13	+ .09*
8	Dept Financial Institutions	4.22	4.10	- .12
8	Employment Security Dept	3.91	4.10	+ .19*
9	Gambling Commission	4.03	4.05	+ .02
9	Liquor Control Board	3.69	4.05	+ .36*
10	General Administration	3.90	4.03	+ .13*
11	Dept of Revenue	3.91	4.02	+ .11*
12	Dept of Licensing	3.82	4.00	+ .18*
12	Secretary of State	4.00	4.00	0
12	Insurance Commissioner	N/A	4.00	N/A
13	Health Care Authority	3.84	3.98	+ .14
14	CTED	3.87	3.96	+ .09
15	Dept Veterans Affairs	3.80	3.92	+ .12*

2007 Rank	Agency	2006	2007	Change
16	Lottery	3.95	3.91	- .04
17	Dept of Health	3.91	3.89	- .02
17	Military Dept	3.79	3.89	+ .10
17	Labor & Industries	3.81	3.89	+.08*
17	Utilities & Transportation	3.97	3.89	- .08
17	WA School for Deaf	3.85	3.89	+.04
18	Ecology	3.90	3.87	- .03
19	Dept of Transportation	3.76	3.86	+ .10*
19	Wash State Patrol	3.95	3.86	- .09
20	Office of Admin Hearings	3.84	3.78	- .06
20	Dept of Agriculture	3.81	3.78	- .03
21	Office of Governor	3.85	3.76	- .09
22	Dept Social & Health Svc	3.71	3.75	+ .04*
23	Dept of Early Learning	N/A	3.67	N/A
24	Dept Information Services	3.79	3.65	- .14*
25	Fish & Wildlife	3.79	3.60	- .19*
26	Parks & Recreation	3.88	3.58	- .30*
27	Dept of Printing	3.73	3.51	- .22
28	Dept of Corrections	3.43	3.36	- .07*
N/A	DNR	3.99	N/A	N/A

* = statistically significant difference at 95% confidence level

Note: Key factors for statistical significance: size of change; number of respondents; degree of variability among responses

Source: State of Washington Department of Personnel

Section 2: State Employee Survey (continued)

Most Improved Agencies

Most Improved Agencies (statistically significant)	Improve-ment*	Avg 2006	Avg 2007
Dept of Personnel	+ .36	3.77	4.13
Liquor Control Board	+ .36	3.69	4.05
Employment Security	+ .19	3.91	4.10
Department of Licensing	+ .18	3.82	4.00
General Administration	+ .13	3.90	4.03
Office of Financial Mgmt	+ .12	4.06	4.18
Veterans Affairs	+ .12	3.80	3.92
Dept of Revenue	+ .11	3.91	4.02
Dept of Transportation	+ .10	3.76	3.86
Attorney General Office	+ .09	4.04	4.13
Labor & Industries	+ .08	3.81	3.89
Social & Health Services	+ .04	3.71	3.75

Notable Improvements from 2006 to 2007 survey:

- 12 agencies improved their overall average score from 2006 to 2007 (i.e., statistical significant improvement)

- 3 of these 12 agencies had double-digit improved scores for each of the 12 baseline questions. The amount of improvement ranged up to +.56.

- How did these agencies do on the three statewide lowest scoring questions?

  - Recognition: All 12 of these agencies improved their score on Question #9 "I receive recognition for a job well done". The highest improvement was +.56.

  - Measuring agency success: All 12 of these agencies improved their score for Question #12 "I know how my agency measures its success". The highest improvement was +.55.

  - Performance evaluation: 11 of these agencies improved their score for Question #10 "My performance evaluation provides me meaningful information about my performance". The highest improvement was +.52.

Relation to HR Management Reports:

- Most of these agencies had indicated in their HR Management Reports specific initiatives or action plans that they were implementing to improve their survey scores.

- There is often a clear correlation between improved survey scores and improvement on other measures in these agencies' HR Management Reports. For example, improvement on Q #10 paralleled with significant increases in percent completed performance evaluations.

- All agencies' HR Management reports for 2006 and 2007 can be accessed at http://www.dop.wa.gov/HRMPerformanceAndAccountability/HRMReports/AgencyReports.htm

Follow-up Action:

- All agencies are expected to include summary survey analysis and action plans as part of their next HR Management Report which is due April 15, 2008.

- DOP will conduct further analysis of the survey data and agencies' HRM Reports in order to ascertain and share "best practices" and good ideas.

* Statistically significant difference, at 95% confidence level

Source: State of Washington Department of Personnel

Section 3:

Time to Fill Vacancies

At the November 2007 Government Efficiency GMAP forum, the Governor commented on the HR performance measure on "Time-to-Fill Vacancies". She noted that the Department of Labor & Industries had an impressive number of only 29 days to fill vacancies, which is relatively low in comparison to other agencies. The Governor asked Director Eva Santos to connect with L&I to determine if there were hiring strategies that could be shared with other agencies.

In reviewing what agencies have reported for Time-to-Fill, DOP has learned that there are some mis-interpretations of the definition of this measure and, therefore, inconsistent reporting of data. As such, comparisons across agencies are of limited validity. According to agencies' HR Management Reports, the number of days-to-fill vacancies ranges from a low of 25 days in one agency, to a high of 96 days in another agency. See chart below.

Days to fill vacancies according to agencies' 10/07 HR Management Reports

Average Days to Fill Vacancies

Each Reporting Agency
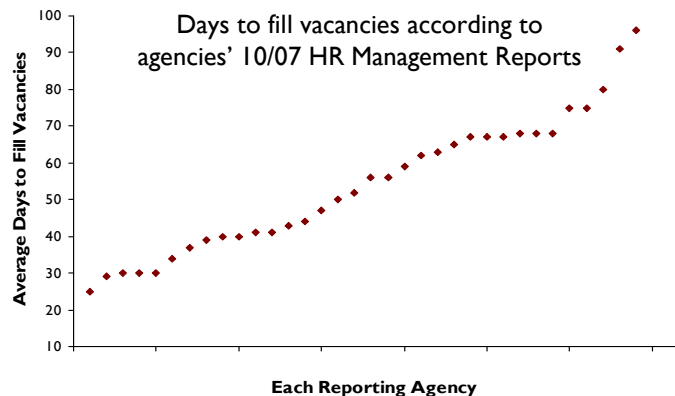
Although DOP originally provided agencies with the definition for "time-to-fill", those parameters were not reliably adhered to. In other words, some agencies used different start/end dates than others.

Therefore, a valid statewide average cannot yet be ascertained, nor is it valid to make comparisons across agencies based on the data shown in this chart or in their HR Management Reports.

In December 2007, DOP convened a group of agency representatives to re-visit this issue and come to agreement on an appropriate definition for the Time-to-Fill performance measure that will be used consistently by all agencies. After considerable discussion, the group came to the conclusion that the original definition is the one that should be used. They also agreed that the terms "Time-to-Fill" should be replaced with "Time-to-Hire".

The confirmed definition for the "Time-to-Hire" performance measure is the number of days between the following points:

- Start date = the date the hiring supervisor notifies the agency HR Office to commence the process to fill the vacancy

- End date = the date that the job offer is accepted

Next steps: (DOP, by 2/29/08)

- Verify that E-Recruit system is set up to accurately track and report the Time-to-Hire parameters

- Clarify to agencies what the Time-to-Hire definition is and the expectation that this be reported accurately

- Provide sufficient advance notice to those agencies that are using internal tracking systems so that needed adjustments and communications can be made in time for the October 2008 HR Management Report

Section 4:

State Recruitment Strategy Team

To meet critical state business needs, agencies must be able to recruit the right talent. The Recruitment Strategy Team has been created to help address the state's hiring challenges.

Background

The Recruitment Strategy Team is a cross agency team brought together to explore trends and issues in recruitment and retention of employees and to recommend new solutions and actions the state should take to become a more competitive employer.

The team is co-chaired by Department of Personnel Director Eva Santos and Employment Security Department Commissioner Karen Lee and includes representation from executive management, recruitment and training staff, and labor.

Where Things Stand

The first priority was to develop a list of challenges the state must address to attract and retain top talent. Based on this list, the team broke into three sub-groups. Each group is developing a plan of action for their topic area:

> **Getting the House in Order** – This group is looking at current practices and tools used by state agencies, including how many use E-Recruiting; what other systems and tools are used to find candidates; and the influence of agencies' work environment, values, and the flexibility of their hiring practices. The team is developing a "standard" hiring process approach.

> **Recruitment** – This group is looking at the state's recruiting techniques and marketing strategies, which systems work better than others, and which agencies are facing the most challenges in recruiting strong candidates.

> **Retention** – This group is looking at what retention means and how this definition has changed over the years, including the idea that retention is no longer low turnover or employment longevity, but the percentage of people who are performing well in a job for which they are a good fit.

Upcoming Actions

Initial recommendations will be presented to HR Sub-Cabinet in February 2008. Selected recommendations will be implemented by the Department of Corrections on a trial basis during the first half of 2008.

The team will make recommendations to Cabinet no later than June 2008. The recommendations will be actions and strategies agencies can put in place right away.